



KEYNOTES

PROGRAMMING IDEAS FOR EMPLOYEE SERVICES AND RECREATION ADMINISTRATORS

A publication of the National Employee Services and Recreation Association • 20 N. Wacker Drive • Chicago, IL 60606 • (312) 346-7575

Editors: Melvin C. Byers, CESRA and Martha P. Byers, CESRA

Any portion may be reprinted with credit to the National Employee Services and Recreation Association

January 1982

Volume 12, No. 1

INCREASE IN CRIME -- A CONTINUING NATIONAL CONCERN

At least one crime was reported in 24,000,000 households in 1980, according to the Department of Justice. Much concern is being shown over the increase in incidence and various organizations are providing services which can be used in order to help prevent crime.

Employee Services Departments, for example, can provide bulletin boards, newsletters and group meeting information on self and home-protection. Some insurance companies offer discounts on home owners' insurance policies where the home is alarmed for both burglary and fire. State police and sheriff's departments will help in providing information, lectures and assistance in setting up educational programs on crime prevention in the community.

Fire departments, concerned with the rise of arson-related fires, can also provide information regarding neighborhood-alert programs and local bar associations will often provide speakers and information concerning property owners' rights and laws covering self and home-protection measures.

SKI THEFTS

Ski thefts are on the rise. Last season, thefts of skiing equipment in the U.S. added up to over \$4.5 million. Losses are expected to increase by 20% this year. Skiers should take simple precautions: record the manufacturer's serial numbers and save purchase receipts, engrave a personal ID number on skis, such as a drivers license number or social security number, and provide a good lock for the automobile ski rack. Because burglaries are up a startling 14%, all valuables should be marked and photographed. A comprehensive personal record of all purchases should also be kept for insurance claims and police records. Employee Services Departments should advise employees of these and other precautions for safe-guarding all their properties.

CHILD CARE AID

According to an article in the Wall Street Journal, child care aid by employers gets a boost from the 1981 tax law. Corporate-run centers for workers' children or vouchers for their care elsewhere no longer will be viewed as taxable employee wages. This will be among "the fastest growing benefits" the U.S. Chamber of Commerce predicts.

SPORTS ADDICTS MORE LIKELY TO BE INJURY-PRONE

According to a recently published editorial in "The Globe & Mail", Canada's national newspaper, sports addicts trying to emulate the top athletes they see on television cost Ontario at least \$3.5 million a year in direct medical costs and much more in lost work time. Dr. Geoffrey J. Lloyd of the University of Toronto and Dr. K.W. Marshall of Toronto Western Hospital studied 450 consecutive sports-related injuries. The doctors found that the overwhelming majority of recreational athletes had set for themselves unrealistic, unattainable and often medically unacceptable goals. Striving to reach these goals often led to injury.

Older people planning recreational activities should have a medical checkup and seek professional advice before engaging in athletic activities. The doctors defined older, amateur athletes as those beyond their early twenties unless they have kept up sports without interruption. Most frequent injuries are applicable to participants between the late 20's and early 50's. Nearly half the sports patients waited five days or more before seeking medical aid. Thirty percent of these participants required surgery or some form of external support for injuries. Since two-thirds of the patients were being coached at the time of injury, the doctors blamed this delay on coaches being inadequately trained to recognize serious injuries. Knees were the site of nearly half of all injuries. An untreated knee injury can result in arthritis later in life.

Recreational directors should be extremely careful in selecting coaches and instructors of physical fitness programs and teams. They should be more concerned about moderation in activities than striving to set too high standards for those engaged in the activity. The recreational administrator should closely supervise all athletic and physical fitness programs, making sure all participants are properly instructed and medical checkups required.

TRAMPOLINES ARE THE LATEST CRAZE

Miniature trampolines are popular with the fitness crowd and dealers are delighted with the increased sales. Many find this form of exercise both fun and healthful just using the "rebounders". They claim regular use will cleanse and flush the circulatory system, slow down the aging process, oxygenate the cells, improve balance, coordination and strengthen the muscles. It eliminates pounding the hard pavement and weather is no problem. Some say the rebounder burns twice the calories used up in jumping rope or jogging. Just a word of caution -- as portable as it is, don't be placing it on the floor under the crystal chandelier.

YEARLY CHECK-UPS UNDER ATTACK

An article appearing last December in the Wall Street Journal should be reviewed ... "A Physical Isn't Needed Yearly Internists say," by staff reporter Jerry E. Bishop.

Quoted from the article: "The idea that healthy people should have complete physical check-ups every year is under attack. A committee of internists at the American College of Physicians says it has found 'insufficient data' to justify annual examinations when patients feel fine and don't face an unusually high risk of developing a particular illness."

XEROX PHYSFOOD PROGRAM

Beginning in February, Xerox employees in Monroe County, New York, will be offered a "physfood" program, which has proven to be successful in over 50 other cafeterias across the country. The physfood program is a combination education/dietary program that highlights menu items low in calories and high in nutrients.

According to Jesse Roberts, A.R.A. resident district manager for Xerox, the American Restaurant Association has advocated and endorsed this health-benefitting program. For those with excessive weight problems, selection of the proper foods does not always relate to smaller amounts, but just a change in food choices and eating habits. Exercise alone cannot always remedy an overweight situation for the majority concerned. Proper diets often play the greater part of the control process.

FILL THE VOIDS WITH VOLUNTEERS

As more and more community services are curtailed in funds, those people providing the services diminish, but their need still exists. No longer can we expect every facet of community services to rely upon tax monies, nor expect major corporations to underwrite the expenses through grants. There are just too many. To face this dilemma requires new thinking, new approaches and greater volunteer leadership and assistance.

Those in business and industry can help to bring about a new order of cooperative community assistance with a purpose. Many agencies might be able to continue functioning with volunteer help and management expertise. Why not recruit those people in business to volunteer for whatever time they can give?

Companies will benefit from having their employees engage in such endeavors, and many times it proves to be an additional leadership training experience which would not have occurred on the job. What better contribution could a business encourage than its peoples' involvement in community affairs? For this reason, those volunteering should be complimented, and even awarded, by the company for volunteering such services. The time is now to put in practice, "Not what the community does for you, but what you are doing for your community". Organizations, social agencies, hospitals, schools and even political organizations do have problems finding experienced help or managerial leadership. They welcome the opportunity to recruit more volunteer assistance.

VOCATIONAL SCHOOLS OFFER REPAIR SERVICES

Contact your local public school vocational departments for a listing of what repair services they offer the public. Usually the charges are only for replaced parts and the instructors for the most part are more fussy about doing the job right than some commercial establishment supervisors. Vocational schools in various cities have repair services catering to auto mechanics, appliance repairs, lawn mowers, snow blowers and even dressmaking and garment alterations. If employees interested in such services are willing to wait for their turn to have work done, it could save them a few dollars. If your school system provides an agricultural educational center, you might find it offering plants for sale and even providing landscape work done for your employees by students supervised by an instructor.

HEALTH CARE -- WHAT DOES IT COST?

Government figures reveal that Americans spent more than \$245 billion on health care in 1980 and by 1983 it will make up 10% of the gross national product. Health care costs hit everyone's pocketbook. What every family needs is a 'wellness' program consisting of regular exercise, no smoking, a sensible diet, little use of alcohol and greater driving safety, especially the use of seat belts.

Some health insurance companies such as Blue Cross-Blue Shield offer employee groups free services that include blood pressure screenings, health films, health education booklets, advice on exercising, aerobic dancing, dieting and other health related topics.

EDUCATIONAL ACTIVITIES AS RECREATION

Without question, many find continuing education not only a learning experience but a recreational one as well. They enjoy the same goals of achievement as does the ballplayer or the bowler. Continuing education involves not only company reimbursements for accredited college courses, but in-company educational seminars, courses and instruction beneficial to both employee and employer. Many such educational opportunities cover public speaking, business letter writing, business machine operations and a variety of telephone communication services.

We are all familiar with job training, supervising training and company policy orientations, but not always aware of the life fulfillment, educational opportunities available to employees wishing to share the instructional fees. Such instruction covers a variety of recreational activities such as swimming lessons, driving courses, athletic activities, arts and crafts, cooking lessons, foreign language for travelers, home improvements, sewing and tailoring, music and art appreciation and many more. All forms of education, regardless of the type, result in developing learning practices and interests.

The learning processes involving employees have spin-off benefits that relate to improving employee relations and also promote and increase the personal educational levels of participants. There is a distinctive element of self-satisfaction, pride and enjoyment on the part of many students, one reason why continuing education for adults has flourished.

Today, we note many of our people in business and industry finding education a recreational experience and often continuing to take courses in many subjects year after year.

INCOME TAX ASSISTANCE

Some companies provide IRS tax forms for their employees' use. Arrange for tax consultants to assist employees or provide information on services available to them usually free or for a nominal charge. Tax exempt, Individual Retirement Accounts should also be explained and encouraged for employees as sources of future income and as a tax deduction.



KEYNOTES

PROGRAMMING IDEAS FOR EMPLOYEE SERVICES AND RECREATION ADMINISTRATORS

A publication of the National Employee Services and Recreation Association • 20 N. Wacker Drive • Chicago, IL 60606 • (312) 346-7575

Editors: Melvin C. Byers, CESRA and Martha P. Byers, CESRA

Any portion may be reprinted with credit to the National Employee Services and Recreation Association

February 1982

Volume 12, No. 2

ASPA AND BNA SURVEY

An American Society for Personnel Administration and Bureau of National Affairs survey has confirmed that Employee Services is a major personnel function. Employee Services, a newer segment of the industrial relations profession, is responsible for health care, education, government involvement, recreation and travel, suggestion systems, company stores and many other employee-involvement activities. Over 85% of those surveyed indicated some personnel department responsibility for employee services functions and only 7% reported no such activity in their company. Also of interest: employers with fewer than 500 employees are spending a relatively larger amount on personnel functions (3.5% of payroll) than those with 500 or more employees (2.4% of payroll). Observation indicates that companies with fewer employee conflicts, lower turnovers, greater productivity and higher stock market prices are the ones with more sophisticated employee service programs.

COMPANY HOUSING ON THE RISE IN CALIFORNIA

A recent issue of the Wall Street Journal points to a growing trend in employee housing provided at reasonable rent rates by corporations. Executive recruiters say that the number of California companies leasing apartments and homes or purchasing homes for incoming executives and other employees has risen sharply. One executive stated, "We now recognize it may be necessary to provide company housing just like companies in Japan and Europe have done." Employee services in some companies have long aided employees in relocating and familiarizing them with the community.

PRIVATE COUNTRY CLUBS' MEMBERSHIP INCREASING

According to a "Meet Me at the Club" article in Forbes Magazine last October, most of the private clubs surveyed indicate a surge in membership with even more facilities on the rise. Clubs are providing more food and drink facilities along with such additions as paddle tennis, badminton and even bowling lanes. The physical fitness craze has also helped, especially for those clubs providing a variety of health-benefitting programs.

Today, there is a change in membership age levels. The "under 50" age bracket is much more prevalent, especially when the memberships do include family participation. More importantly, trends in employee recreation associations follow close to the private country club complex. Therefore, the employee clubs that offer family memberships for club facilities' use can be a highly-desired fringe benefit. Companies providing such benefits have definite advantages over those which have not evaluated the benefits returned to them through employee relations services of this kind.

EVALUATING LEISURE TIME

In a typical industrial society, like ours, leisure has always ranked second to the desire for greater income. The development of leisure time is much more than simply a matter of reductions in the number of hours in a standard work week. In recent years, it has meant reduction in the number of days worked each year through arrangements for paid vacations, paid holidays and the extension of extra holidays. Three to five-week vacations have become the established standards for most employees. The number of paid holidays has increased and the splitting up of vacation time over the twelve-month period is common in a majority of businesses and industries. Although some work weeks are being reduced to four days, the five-day week still remains universal. However, the worker's leisure time schedule has increased remarkably.

Statistics indicate an increased spending for leisure in spite of a declining economy. This says something about people's current interests and desires. When the employee has the opportunity to benefit from reduced prices or admissions covering his or her leisure time, the offers are accepted and appreciated, especially when such savings are available only through his or her employer. An employee could consider these types of benefits as amounting to a wage increase. The company procuring the savings for its people should capitalize upon the employee relations promotion of these offers by taking credit for their efforts.

COMPARISONS

Whenever we visit a company's personnel department, especially the employee services sector, (should they have one), our mental computer begins to work. How busy is this department? How many employees have entered and left since we arrived? How cordial are those on the staff towards visitors (and more importantly, toward their fellow employees?) Observing the coming and going employees, are they friendly and happy, or disgruntled and all frowns? Is there an indication of concern and interest shown by the staff for those waiting to see a staff member? Is the department furnished to appear comfortable and pleasing, or is it bleak and unattractive? How many barriers exist, such as fences, rails, gates, closed doors and private signs?

Often before we ever reach the personnel department the experiences encountered with the security guard, reception area and those we pass enroute indicate the feelings of management toward both visitors and employees.

AN EPIDEMIC TO AVOID

Whenever free, hand-out programs are offered, soup-line principles of operation are being advocated. It is not unusual to expect in return the same kind of interest and quality of participation.

Most of what is sincerely appreciated and valued is that which has been either financially supported or earned through our labors. It is evident that when benefits are given freely without either of these components present, they encourage and promote a psychological demeaning epidemic. Those who receive without investment of either labor or money soon develop a parasitic attitude about receiving without giving.

Participants in such a category are neither cooperative, nor do they reflect an appreciation as a recipient. More often, they become belligerent because more is not offered them. Some believe participation alone warrants a generous handout, and that alone is favor enough for consideration. The mistaken ideas that participation alone is an advertisement for the sponsor or has a high dollar PR value contaminates the entire program's effectiveness. The director that administers the entire program on business principles, sharing responsibilities and costs, will find a healthier personnel environment than the one who advocates a welfare, free-ride operation.

REFRESHMENTS ARE RECREATIONAL

Because more people engage in eating as a recreational activity, we must recognize the impact food and drink has on social behavior and involvements. Without a doubt, there are more picnics, social luncheons, cookouts, banquets and dinners staged as a means of recreating than any other interest. Even the daily family get-together for refreshments and nourishment provides a social, recreational opportunity in the home.

We are aware of the importance of refreshments served and sold at most all recreational events. Like background music in a movie, it becomes part and parcel of the entertainment offered. Therefore, a basic, common denominator of recreating. When planning a meeting, considerable attention to this factor of recreation should be given since it does play an important part in the success of the program.

EXERCISE IS IMPORTANT TO THE ASTHMATIC

There are about 10 million asthma sufferers in America and no known cures. Today, modern medicine can minimize discomfort and help victims over severe spasms.

The old idea that asthmatics should refrain from physical exercise was greatly exaggerated. In the 1972 summer Olympics, five gold medalists in swimming events were asthma victims.

An effort should be made to encourage not only asthmatics, but others with physical handicaps in all sports programs. However, be sure to confer with your company doctor about programs in which these people can participate and ask his or her advice on developing or altering sports programs to meet their tolerances. We may be contributing far more towards health improvements serving those afflicted than those in perfect health.

SAFETY PRECAUTIONS FOR JOGGERS

Before anyone elects to jog, be sure they have had their doctor's approval. Also, proper footwear must be worn and competitive jogging discouraged. The American Optometric Association recommends joggers wear bands of fluorescent hunter orange around each forearm and below each knee when jogging from dusk to darkness to avoid the risk of being hit by passing cars.

WHY EVERYONE SHOULD HAVE A WILL

Because so many employees are uninformed about wills and the problems that can occur when one has not been drawn, a meeting concerning wills could be most beneficial. As each state has varying degrees of estate settlements and tax implications, it is a subject which needs to be discussed. The information should cover the following questions:

Why should I have a will at my age?

What kind of a will should I have?

How do I go about making a will?

What if I want to change my will at some later date?

How much does a will cost?

Is it possible to set up a trust in my will?

What happens if I don't have a will at the time of my death?

Do both spouses need wills?

Where should I keep my will and who should know about it?

Where are extra copies of my will placed to make sure it
is carried out and not deleted or missing at the time
of my death?

How is the will actually implemented upon my death?

How will my instructions be carried out at the time of my death?

Should a single person have a will?

What happens if I have no heirs and no will?

What rights do my spouse or children have to question the
will or claim added benefits not provided in my will?

The local bar association or your company legal department may be of great help in arranging such a presentation for employees.

WOMEN SMOKERS CLOSE LIFE EXPECTANCY GAP

Women are still outliving men by 7.8 years, but a study conducted at the University of Michigan indicates that the gap may be closing.

The major factor lies with changes in smoking habits since WW II. Women are smoking more now than ever before, with men smoking less. For this reason, smoking clinics and non-smoking programs should be encouraged.

TIPS ON BUYING

A 68-page booklet, "The Car Book", is published by the U.S. Department of Transportation. Copies may be obtained by writing to "The Car Book", Pueblo, Colorado 81009. It rates cars on maintenance costs, fuel economy, safety, insurance costs and what a person should know about buying a used car. There is also a free tire guide list, rating all automobile tires, tread wear, traction, heat resistance and what to look for when buying tires. Send a return address label to National Highway Traffic Safety Administration, Washington, D.C. 20590 for your free copy.



KEYNOTES

PROGRAMMING IDEAS FOR EMPLOYEE SERVICES AND RECREATION ADMINISTRATORS

A publication of the National Employee Services and Recreation Association • 20 N. Wacker Drive • Chicago, IL 60606 • (312) 346-7575

Editors: Melvin C. Dyers, CESRA and Martha P. Dyers, CESRA

Any portion may be reprinted with credit to the National Employee Services and Recreation Association

March 1982

Volume 12, No. 3

BUSINESS ADMINISTRATION EDUCATION INDISPENSABLE FOR EMPLOYEE SERVICES DIRECTORS

Because the functions of employee services are closely related to the objectives and purposes of personnel administration, it is imperative that business methods and procedures be understood. As employee services encompasses numerous employee benefits, employee relations and the benefits derived by management must also be learned. The diversification of personnel activities assigned employee services sectors of the personnel department go beyond any one specialty or fragment of personnel administration. In fact, some assignments mesh closely with other business operations and departments. Depending upon the scope of activities a director may be supervising, a broader educational and experience background may be required to perform the job successfully.

MAKE MENTAL HEALTH A PART OF YOUR FITNESS PROGRAM

Because much attention has been given to physical health problems of employees, it is easy to overlook the mental health aspect of total fitness. Though we rely heavily upon our medical doctors for physical fitness programming, we are often neglectful of the psychiatrist or psychologist's advice or counseling concerning mental health programs and assistance for employees.

The Employee Services Director or Recreation Manager may be the first in management to detect an employee's emotional problems. According to numerous studies made, there is a wide range of people who are in need of some psychological help. It's a difficult area to tread upon, but one which an industrial psychologist or psychiatrist can be most helpful with in setting up employee assistance programs and mental health services.

HEALTH BENEFITS WORTH YOUR TIME

Pneumonia inoculations are recommended for everyone over two years of age who may be at high risk for the disease. These include employees with chronic heart, lung and kidney diseases, diabetes, metabolic disorders and sickle-cell anemia.

About a million Americans each year come down with pneumococcal pneumonia -- about 54,000 of them die -- making it the fifth leading cause of death. Check with your medical advisors concerning methods and costs of administering this service on a voluntary basis.

THE LIABILITY BUGABOO

Liability is perhaps the most prevalent and discouraging issue facing Employee Recreation Directors today. Lawyers find this topic excellent to portray and build upon thereby creating a world of "what-can-happen situations" which places the lawyer in an all-seeing, all-knowing, and supposedly all-important management advisory role on a subject he or she knows little or nothing about. There isn't any situation where some legal interpretation can't be applied. Even the average homeowner could be sued for almost anything today from a curled up throw rug that someone trips over to throwing rocks at the neighbor's cat.

There are industrial recreational programs covering a variety of plants and offices located around the country that have had few problems with liabilities and injuries. In fact, less money was paid out by many companies in claims and expenses incurred than for the cost of their annual insurance premiums. To be sure, it is possible that one injury case could exceed the annual premium cost for liability coverage, but the key to reducing or avoiding claims is the manner in which a program is administered and how much attention is paid those involved in injuries or losses. We are not discouraging insurance coverage, be it a self-insurance policy maintained or one specially purchased. However, before jumping to conclusions that an employee recreation program is apt to bankrupt the company, investigate and study the thousands of companies offering recreational benefits and their liability track records. Weigh the program values and benefits being offered compared to the lawsuits involved. Seek the basic reasons for those few who are encountering problems of frequent accidents and compensation claims, and you be the judge.

TWO-INCOME FAMILIES

Today, a large percentage of employees, especially between the ages of 28 and 45, represent families where both husband and wife are employed. The home chores, therefore, absorb a greater share of their leisure time. The recreational time remaining is based upon their evaluation of what interests to pursue and how demanding they are on the time that can be allotted. In most cases, their friends or associates are also employed husband and wife combinations. The double income is a necessity for the lifestyle they desire.

In this age bracket, many are purchasing and furnishing a home, own one or two automobiles, purchase insurance and more clothing, and eat out more frequently. They have one or two children, so therefore, must carefully budget their expenses to allow for entertainment and personal interests for what little leisure time remains.

LEARN THE ABC'S OF VITAMINS

Vitamin supplements are just as important as diet and exercise, according to many experts. They also point out that vitamins are particularly vital to good looks. Vitamin A, for instance, is necessary for youthful, radiant skin. A deficiency can cause rough skin, cracking nails and dull eyes. Vitamin B complex maintains healthy nerves; vitamin C promotes healthier gums and teeth; and vitamin D is also essential for good bones and teeth. Because so many people are not aware that vitamins are a necessary part of health, a lecture session on the use of vitamin supplements by a competent authority would be most helpful and educational.

CHILDREN'S EASTER EGG HUNT

One of the few annual activities offered children and grandchildren of employees is the Easter Egg Hunt. It comes at a slow time of year when families appreciate some type of children's program that again brings about a gathering of employees' families. This is an important factor in projecting company interest and concern for getting to know its people better.

The Egg Hunt is a golden opportunity to stimulate appreciation on the part of the employee and his or her family toward management's attitudes and interests of its employees. It is one of the least complicated programs to develop, and also, when properly arranged, the least expensive. Like all events, a small participation fee should be charged to cover the costs of providing refreshments, prizes and accommodations. NESRA members conducting annual children's Easter parties can offer many suggestions regarding the kind of activities incorporated in such parties and suggest guidelines to follow.

UNBALANCED NUTRITION

The main problem with most fast food meals is they are not nutritionally balanced. Some items such as chicken, beef or pizza contain more than enough protein for a child or adult for one meal; but, they oversupply you with fats and salt, and undersupply you with vitamins A and C, several B vitamins and iron. High fat diets contribute to breast and bowel cancer which kill 280,000 a year and also fosters heart disease which accounts for 750,000 deaths a year.

A well-balanced diet should consist of three meals a day with each supplying about one-third of all nutrients needed to maintain good health. Calories should be in proportion to the nutrients. Too many calories and too few nutrients constitutes junk food. Administrators of employee food services should be concerned as much about what foods are provided employees as they are about other health services.

PROGRAM FAILURES

There can be one reason or many when an activity or program fails. Consider these: lack of promotion; poor sales effort; disorganized committees; poor direction; insufficient research; insufficient number of people serving on the project; poor scheduling of times and dates; poor choice of location, performers, caterers or selection of food; poor speaker or accommodations. The type of activity offered plays an important part in participation interest. What is the employee market to which the activity appeals? Does it confine itself to an age range, a particular interest factor, or the limits of costs the participating group can afford?

Although every program should be evaluated and rated, it requires participants other than those directing the program to supply unbiased opinions. Committees and chairpersons, failing in their efforts to have a successful activity, are prone to find reasons of failure unrelated to the actual causes. What so often follows is much like the cat who sat on a hot stove burner and never again sat on the stove, even when cold. Just because we experience getting burned once with a certain type of program is no reason to label it a failure in the future. We must investigate to learn why a failure occurs. The more activities and services offered, the greater is the opportunity to learn good programming techniques. Mistakes and total failures may well be our best teachers.

SWIMMING IS THE VERY BEST

More than 102 million people are involved in swimming. Swimming promotes cardiovascular fitness and increases a person's capacity for physical work. Other advantages of this physical activity are that: it exercises all the body muscle groups -- arms, chest, shoulders, legs, thighs and hips; there is little wear and tear on joints since water supports most of the body's weight; swimmers can work out for longer periods of time without overheating; a minimum of 20 minutes of swimming each day three times a week helps to lower blood pressure and cholesterol levels, and strengthens the heart and lungs.

Although swimming pools are an expensive facility, they do offer one of the most rewarding physical fitness operations that can be offered to employees. Promotion and educational communications must also coincide with any program, facility or benefit offered, otherwise participation falls short of expectations. It is not only how much is provided in instruction and facilities, but more important how it is sold to prospective participants.

PROBLEMS WITH FAMILY FINANCE

According to a recent study of family life, the average American family has approximately \$18,772 in debts. The total includes \$14,120 home mortgages, \$1,674 car payments, \$1,238 owed on credit cards and retail store accounts and \$1,739 in personal loans or miscellaneous.

In reviewing employment satisfaction, fewer than 46 American workers in every 100 surveyed said they were satisfied with their current jobs. Therefore, maybe there are two factors that lead to job dissatisfaction: over-extended financing due to a lack of family budgeting knowledge (this would lead to an employee's seeking a higher paying job); the inability of business and industry to offer employee assistance through family business management education.

VENDING MACHINE PROMOTION

When profits from vending machines are given to the employee association under management's sponsorship, a sign on the machine should indicate that this benefit is provided for them. If employees realize that they benefit from the profits of these machines, there is usually more merchandise sold and far less machine abuse.

EMPLOYEE CLASSIFIED ADS MOST POPULAR

A weekly bulletin board posting of employees classified ads for selling furniture, clothing, autos and so on attracts more readership than any other bulletin. The plant or office newsletter or newspaper is not satisfactory for this purpose unless it is published weekly. All ads should be submitted to the employee services sector at least three days prior to the special weekly classified ad bulletin posting.



KEYNOTES

PROGRAMMING IDEAS FOR EMPLOYEE SERVICES AND RECREATION ADMINISTRATORS

A publication of the National Employee Services and Recreation Association • 20 N. Wacker Drive • Chicago, IL 60606 • (312) 346-7575

Editors: Melvin C. Byers, CESRA and Martha P. Byers, CESRA

Any portion may be reprinted with credit to the National Employee Services and Recreation Association

April 1982

Volume 12, No. 4

PAPERBACK BOOK EXCHANGE

Most of us have had our share of encounters with paperback books, which usually consist of stopping at a local bookstore, glancing over the bestseller list, and choosing the book we feel will captivate our interest.

But paperbacks, like most consumer goods today, are not getting any cheaper. Most of them, once they've been read, usually end up at the back of a bookshelf where another pair of eyes aren't likely to ever read their small black print again.

With the rise in prices has come the tendency to share and recycle books in an effort to save money.

Goodyear in Akron, Ohio, an employer of 13,000, felt it could aid its paperback readers by providing them with a new type of employee service -- a paperback book exchange.

The service was established just a few months ago by Bernie Watts, Director of Employee Activities and Judy Hale, librarian and manager of business services.

A similar service has been in operation for a few years in Goodyear's research department. The idea to establish another exchange evolved from an employee request to see a similar program adopted at corporate headquarters for the use of all employees.

Located in a portion of Goodyear's business library, the exchange is set up on an honor system and run on a voluntary basis. The paperback library is divided into two categories: historical and fictional novels. "We want our collection to hold only leisure-type books," comments Watts, pointing out that the business library specializes in more serious subjects.

The paperback book exchange has proven to be a popular employee service for Goodyear's employees due to its wide appeal and ease of operation. Currently, 3,000 books are in the paperback library, but this figure is expected to grow as a result of the publicity the service is receiving through its company newsletter, publications and bulletin board system.

With paperbacks selling at prices hardcovers demanded just a few years ago, there is no question that a paperback book exchange would be a hit with almost any employee group today.

FIRMS HELP SPOUSES FIND JOBS

A recent story in the Wall Street Journal points out the steps some companies are taking to help the spouses of employees find work.

The article indicates more and more companies are taking care of spouses by bending old rules against hiring husband and wife, assisting in job placement of employees' spouses in other industries, and helping spouses with resumes and counseling for employment and training.

The article highlights the methods and procedures used by these corporations in conducting this employee service.

EDUCATIONAL TOPICS FOR GROUP MEETINGS

- con artists and their methods of persuasion
- at-home and on-the-street protection
- purchasing meat and groceries for value and discounts
- investments: stocks, bonds, CD's, mutual funds, savings accounts and credit unions
- insurance: how to select the right kinds and amounts for yourself and your family
- dieting and weight control
- common health problems and steps for prevention
- travel options and how to afford them
- overcoming fears and breaking harmful habits
- how to save on your income taxes
- current events
- extended educational opportunities in the community
- safety precautions and emergency measures
- truth in advertising
- getting the most mileage out of your auto
- how to reduce your fuel and utility bills
- health food -- facts and fiction

Most of the above subjects can serve as the basis of one or more lectures or panel presentations. There are probably speakers available in your community who are very knowledgeable about these topics and more and would be flattered to have you ask them to discuss them with your employee group. Sources to check for prospective speakers include the Chamber of Commerce; universities; churches; banks; local government officials; radio, TV and newspaper personalities; local merchants; social service agencies and professional organizations and associations. Executives in your own company are another source to consider when establishing your speaker's program.

IT'S SPRING CLEANING TIME

What better time to arrange a series of home beautiful seminars and workshops. "How to" courses in hanging wallpaper, housepainting, refinishing furniture, upholstery and color combinations and their psychological effects are all possible program themes. Suppliers of floor coverings, furniture, wallpaper and paint would welcome the opportunity to help you arrange these educational seminars. Many of them would also probably be willing to provide discounts on the products and services they offer in exchange for the publicity they receive.

DAY CAMPS FOR EMPLOYEES' CHILDREN

Companies having recreational facilities can organize day camps for employees' children. The program can be for working days during the summer or just a certain day or days of each week. The cost of hiring a camp director and programmer, and the food and supplies required can be partially subsidized by the employee association or company. Parents, retired employees and other members of the company can offer assistance to the program as well. See the May/June issue of EMPLOYEE SERVICES MANAGEMENT Magazine for details on how one Chicago area company has successfully administered its day camp program for employees' children for more than ten years.

EMPLOYEES DO WANT TO LEARN

Employees are more interested in their companies than we may give them credit for, and therefore, should be exposed to a good deal more information concerning the organization and how their jobs relate to it. Basic business education is so lacking among employee groups at all levels that at times it is difficult to communicate on such matters with them.

The average employee appears to have a sizable information gap, in addition to misunderstanding of business methods and procedures. When asked the question, "What profit does your company make?", nine out of ten employees will estimate the percentage to be 50%, 60% or even 75%. One study revealed that most people estimated the company's profit to be 57¢ per dollar sales, after tax, when in fact, profits represented only 4.8¢ per dollar sales.

Managements have done little to inform and educate their people regarding business, free enterprise and investment risks. When company familiarization sessions are held on an optional attendance basis, it often surprises management of the interest generated and the number of employees seeking more business knowledge.

FEDERAL GOVERNMENT INFORMATION CENTER

The federal government has information centers in forty-one cities throughout the U.S. that will address a host of consumer concerns. Write Department 637H, Consumer Information Center, Pueblo, Colorado 81009 for a free copy of the 13-page booklet "Federal Information Centers". Also, from the same source, ask for a free catalog listing over 200 fact-filled government publications dealing with such topics as car care, food, nutrition, money management, health and recreation.

RETIRED EMPLOYEES IN THE WORK FORCE

Many firms offer a variety of services and programs for their retirees and in most larger companies a personnel coordinator is assigned for retirees as a special unit of employee services. Company retiree clubs are quite common among these companies. Retirees of Disney World belong to the Golden Ears Club, Sun Oil has Sun Oil Retiree Clubs, Owens-Illinois has the Golden Emblem Clubs and Bell Telephone has Pioneers Clubs. These are but a few of the many industrial retiree organizations popular in the business world today.

Many companies offer their retirees special assignments and temporary jobs filling in for vacation periods of regular employees. Retired executives are often set up as consultants on call. Some are asked to represent management at various civic functions or speaking engagements. Retirees having had special training and experience in retirement benefits, taxes, public relations, job placement and so on are often asked to serve their retirement groups as advisors. Both the company and the retirees benefit by keeping in close contact with each other through various means all of which can be generated through employee services.

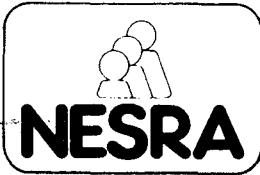
BICYCLING INFORMATION

Because bicycling continues to be a most popular fitness and recreational activity requiring few skills to master, the number of bicycles on the road continue to multiply. Many a quick errand, short jaunt to work or casual ride for leisure now combine the exercise, enjoyment and economics of bicycling that can't be had with the traditional mode of transportation by auto. Where possible, parking spaces for bikes under controlled security would most likely increase their popularity even more over the family car. There are a number of books available now through local libraries on bicycling. Among them: "Glenn's Complete Bicycle Manual" by Clarence W. Coles and Harold T. Glenn; "Sincere's Bicycle Service" by William Ewers; "Bicycle Digest" by Mark Theffault; "The Complete Outfitting and Source Book for Bicycle Touring" by Gail Heilman; and "Better Bikes: A Manual for Expanded Use of Bicycles" by Tom Cuthbertson.

EMPLOYEE ASSISTANCE PROGRAMS

Local and regional governments of most large communities can provide information and direction for employee assistance programs. Social agencies funded by the United Way or Community Chest also offer these services. You should find one or more able to help you listed in your telephone book under "Family Services", "United Appeal", "Community Chest", or "Community Development". The American Red Cross, Veteran's Administration, Social Security Administration, universities, public library, Chamber of Commerce and Council of Churches are additional sources to contact for information and assistance.

Problems and issues these services can assist with include alcoholism, drug abuse, marital and family counselling, financial assistance, home health aide services, recreation, psychological testing, senior citizen assistance, immigration, welfare needs and legal aid. It would be well worth the effort to establish a file of references for community services such as these for the use of your employees.



KEYNOTES

PROGRAMMING IDEAS FOR EMPLOYEE SERVICES AND RECREATION ADMINISTRATORS

A publication of the National Employee Services and Recreation Association • 20 N. Wacker Drive • Chicago, IL 60606 • (312) 346-7575

Editors: Melvin C. Byers, CESRA and Martha P. Byers, CESRA

Any portion may be reprinted with credit to the National Employee Services and Recreation Association

May 1982

Volume 12, No. 5

EMPLOYEE REMEMBRANCES, GIFTS AND RECOGNITION

One of the most common practices within homogeneous groups are acknowledgements and remembrances for personal concerns and special events. There are few organizations that don't have some kind of policy concerning the welfare needs of its members. Industrial and business groups are no different and usually the company, employee association, department or union assumes this responsibility. The fairest and most effective manner for serving these needs is to have a set policy and procedure for administration of these services. For this reason, most well-established personnel departments work together with employee and management representatives to develop a mutual assistance program with funds specifically earmarked for this purpose. The funds are usually then administered by the employee services department, personnel or a specially designated committee. Common situations calling for remembrances include the following:

- * employee birthdays -- remembered with a card, note or small gift
- * career advancements or promotions of employees
- * the arrival of a new baby in an employee's immediate family
- * hospitalized employees
- * disabled employees confined to their homes due to illness or accident
- * employee hardship brought on by such disasters as floods, fires, tornadoes, etc. (In these situations, the employee might be offered an emergency loan, housing, food or some other personal assistance)
- * death of an employee or immediate member of an employee's family

- * employee anniversaries -- many companies mark the anniversary of employment with a special event by giving service awards, annual anniversary banquets or parties. Pins, plaques and gifts may also be awarded as may increased benefits such as company stock contributions, special parking privileges and additional vacation time.
- * certificates, letters of commendation and local publicity for an employee's continued or extraordinary contributions in volunteer work or community service
- * special recognition or a cash award for employees offering cost-saving or time-saving suggestions that improve the company's products, services or operations
- * certificates, publicity or letters of commendation for employees receiving advanced degrees, certificates or educational accomplishments
- * publicity and recognition for employees who have consistently donated blood or volunteered their services in administering a company blood drive

SHOPPING MALL ACTIVITIES CAN SPARK PROGRAM IDEAS

We have to take our hats off to those clever shopping mall programmers. They keep their aiseways occupied with fashion shows, children's programs, holiday entertainment, health fairs, craft shows and other exhibits. What's more, most of the programs are free to the mall and some exhibitors even pay for the privilege of exhibiting there. The profit angle is the attraction to dozens of stores which find their sales improving due to higher traffic volume stimulated by the programmers' efforts. Fairs, exhibits and special programs draw heavily on supporters of the special interests featured, and promotional costs for the mall are nominal when those exhibiting or performing provide their own publicity. Employee services directors may find many opportunities to recruit some of the same attractions for their employee programs. Next time you visit a shopping mall, consider it a source of program ideas for your employee group.

SPORTS AND EYE INJURIES

There are about 35,000 sports-related eye injuries each year. The racquet sports alone account for about 10,000 of them. More than 90% of all sports-related eye injuries could be avoided if participants followed eye safety practices. A tennis ball can reach a speed of 100 miles per hour. The larger the ball the slower the speed and the smaller the chance of serious injury; the smaller the ball the higher the speed and greater the chance of injury.

CUT DOWN ON SALT CONSUMPTION

The average American consumes from 2 to 2½ teaspoons of salt each day or about 8½ pounds of salt per year. About a third of this amount comes from sprinkling it on food at meal times, another third occurs naturally in prepared foods and the remainder is found in the flavoring in most processed foods. About 25% of this total amount is considered an adequate intake. Too much salt, however, can be especially dangerous to that 30% of the population which has inherited a tendency to develop high blood pressure -- a problem that often leads to stroke, heart disease and kidney failure. Consider posting this information on your bulletin boards or including it in your next employee newsletter.

HELPFUL PHONE NUMBERS TO KEEP ON FILE

Federal

Consumer Products Safety Commission	1-800-638-8326
Educational Grants	1-800-638-6700
Veteran's Administration	1-800-282-8821
Internal Revenue Service	1-800-362-6900
Help for Runaways & Parents	1-800-621-4000
Auto Safety	1-800-424-9393
Peace Corps	1-800-424-8580
Small Business Imports & Exports	1-800-424-5201

State

See state government listings in telephone book.

Historial attractions and tours, State Department of Tourism, Liquor Control and Permits, Employment Services & Casual Labor, Drivers License Examinations, State Police

City

See city government listings in phone book.

Recreation, Street & Forestry, Taxation, Traffic, Retirees, Family Services, Health Department, Social Services, etc.

Keep a special index on all informational contacts for the local Chamber of Commerce, Red Cross, United Way, veteran's organizations, hall and banquet room facilities, recreational facilities, health services, new neighbor services and other employee assistance referrals. Also retain a listing of all government legislators and representatives. In addition, you might also want to set up a special file for national and chapter Associate members which provide special discounts or services because of their NESRA affiliations. Having this available will save you many hours of last minute searching, establish your office as a source for employee assistance and provide a reliable, needed, and well-utilized employee service

EDUCATIONAL SERVICES CAN BE BENEFICIAL ON THE JOB

Most people want to do a better job -- most want to succeed, advance, receive better paying jobs and above all, be recognized for their improvements in whatever they do. Classes, workshops, posters, instructional booklets, movies, slides, briefing sessions, personal guidance and demonstrations are but a few of the ways to bring educational enlightenment to employees. Subjects that can be presented through the above means include:

- * correspondence filing methods and shortcuts
- * use of new office equipment
- * refresher shorthand and speedwriting
- * business letter writing
- * leading discussions
- * business methods and procedures
- * conducting telephone conference calls
- * planning a budget
- * work flow procedures
- * supervising do's and don'ts
- * customer relations and assistance
- * on-the-job stress and how to reduce it
- * making use of the suggestion system
- * continuing education
- * public speaking

WHITEWATER RAFTING

For the day-long thrills of a lifetime experience, little compares with whitewater rafting under the guidance of someone well-trained in such watercraft. Throughout our country there are rivers and streams that lend themselves to either leisurely scenic trips by raft or adventure-packed thrill rides. No other sport can match it. There can be many miles of rugged rapids and tricky whirlpools to encounter or areas of few rapids that give more time for viewing picturesque scenery, taking photos and stopping off to explore scenic areas. Check with your state tourist bureau, travel agent or local library to locate areas you might contact to arrange an employee excursion. If you have a local NESRA chapter, it just may have an associate member offering whitewater rafting expeditions. It's always a good idea to keep the annual NESRA Buyer's Guide and Services Directory handy (published annually in the December/January issue of EMPLOYEE SERVICES MANAGEMENT Magazine). The Directory lists Associate members and advertisers which may be offering special prices just to NESRA members.

A SIGN OF INCOMPETENCE

Do you return your phone calls? If you are too busy to return your phone calls or answer business letters you've received, you may be judged as forgetful, disinterested, discourteous, or unable to delegate these responsibilities to others. It is better for correspondents to hear from your assistant than not to be contacted at all, even though you should try to handle as many personal calls or letters as you can yourself. The executive that is too busy to be seen or heard from is undoubtedly a disorganized, self-centered individual -- very poor qualities for today's business professional.



KEYNOTES

PROGRAMMING IDEAS FOR EMPLOYEE SERVICES AND RECREATION ADMINISTRATORS

A publication of the National Employee Services and Recreation Association • 20 N. Wacker Drive • Chicago, IL 60606 • (312) 346-7575

Editors: Melvin C. Dyers, CESRA and Martha P. Dyers, CESRA

Any portion may be reprinted with credit to the National Employee Services and Recreation Association

June 1982

Volume 12, No. 6

CHANGE AND PROGRESS

Employee services directors and recreation managers in industry are seeing a number of changes taking place within their field. Presently, there is much more management attention focused on the area of employee services and recreation. Also, the scope of expected duties, the closer ties with the total personnel profession and a more positive proof of beneficial results to be obtained has placed considerable responsibility upon this sector of employee relations. The transition of employee services and recreation from merely a fringe benefit of uncertain profitability to one of profitable certainties has granted this field increased credibility.

Today, many companies and businesses are studying this sector of employee relations and understanding its demands; chiefly, the need for professionalism. It is becoming more difficult to locate personnel capable of assuming the administrative role required for a position that demands a wider exposure of the total concept expected. Within the employee services orbit of activities, we are beginning to see placements of specialists to the administrator's staff such as physical therapists, journalists and promotion experts, specialized industrial recreators, qualified accountants and personnel technicians.

Over the years, the entire employee services operation has taken on a wide variety of technical performances. Among those community functions performed include: United Way campaigns, blood drives, savings bonds promotions, voter registration efforts, continuing education, emergency relief activities and the establishment of ties with social and civic organizations and agencies. At the in-house level, communications and employee information, a most essential factor, is intensifying. Non-negotiated benefits, the extension of services and programs to employees' families and numerous opportunities for employee training and leadership development are other new ventures undertaken.

Because all programs, including the off-job recreational activities, play a part in mutual benefits for both employee and employer, employee services and recreation is receiving considerable in-depth consideration from management today. No longer is it possible for the administrator to have a singular interest and background. This individual must cope with a variety of services and benefits that become more than "nice gestures from management". They are, instead, practical functions objectively programmed to receive beneficial returns affecting the profits of the company directly or indirectly. This belief and commitment demands professional administrators who will be able to communicate and work with their superiors.

ANNIVERSARY OR SERVICE AWARD PROGRAMS

Before embarking on an anniversary or service award program for your people, its objectives should be clearly defined and its emphasis determined. You should know exactly what you expect to gain in return for the time, effort and money spent.

- Anniversary service programs are an opportunity to renew morale among all employees.
- They are a boon to community relations reactions: affecting selective, prospective employees; displaying the human interest factor of management; indicating expertise of workmanship and company pride of product; promoting the values of a cooperative policy between management and their people; indicating steady employment and employee recognition; confirming the community image of the company as a most desirable place to be employed from every aspect of employment.
- These programs provide the opportunity to publicly say "thank you" to loyal employees.
- They serve as an incentive to keep good employees and bolster their loyalties toward the company.
- They provide employees a psychological lift by rendering a recognition bonus for their years of service.
- By creating a defined, special group of honored and appreciated personnel, these programs stimulate a desire for others to achieve similar status.
- They are an opportunity for employees to be singled out and receive top management commendations.
- These programs provide a time to strengthen relations with immediate supervisors.
- They are also an opportunity to reevaluate loyal employees for promotional considerations.

In all, this special event should be the most honored and promoted activity of the year. It should be well-programmed and well-attended by top management personnel. A prestigious location should be selected and a budget developed fitting to the occasion. All news media should be involved and much personal promotion given within both the organization and the community.

CONDITIONING IMPORTANT FOR TOTAL FITNESS

When a changing season offers more outdoor action, sports-minded people can expect to enjoy themselves. Unfortunately, they can also expect stiffness, soreness, swelling, sunburn and other discomforts unless they are cautious and prepared. Thus, it is necessary to provide year-round physical fitness and professional advice programs. The programs should be provided for those who already demonstrate interest in recreation activities. For instance, educational news items concerning conditioning can be posted on company bulletin boards or run in employee newsletters, newspapers or fliers for employees to notice and follow. Severe physical problems can result from too much physical activity after a long period of little or no exercise. In this case, knowledge can be the best source of preventive medicine.

PLANNING THE SUMMER VACATION

It's that time of year again when vacation possibilities are on the minds of many employees. There are so many services to be offered vacation-conscious employees that it can be a full-time operation. Advice and recommendations of places to visit and enjoy are greatly desired, especially for those who have had little travel experience or must watch their vacation budgets carefully. Some helpful aids are reduced travel offers, discount motel/hotel rates, travel and vacation attractions at special prices, individual and group arrangements and information for those planning vacations abroad. Off-season vacation offers usually provide the lowest cost to the traveler and more freedom for sightseeing, hotel and restaurant accommodations. Undoubtedly, the off-season, which varies from area to area, is the time to make vacation purchases at much lower prices.

CHILD CARE

In 1979, 6 million women were in the job market. It is estimated that by the year 2000, more than 14 million women will be members of the work force. Currently, a large percentage of working mothers require day care facilities for their children and, undoubtedly, the number will continue to grow.

Hospitals have long recognized the need to provide child day care facilities or nursery benefits in order to obtain the required number of nurses and technicians. Business and industry are now being faced with similar problems to obtain qualified employees. Although many existing female employees may be placing their children in day care centers or hiring baby sitters, their situation is becoming more acute as it becomes more difficult to find satisfactory accommodations at reasonable prices.

Management too often is unaware of the trauma these working mothers are experiencing and, therefore, ignore the possibility of child care as an employee/employer benefit. Some companies, nonetheless, have taken action and are currently operating pilot programs in child care. The "Kindustry" program of Equitable Insurance Company is operational in offices in Columbus, Ohio, Albuquerque, New Mexico and Atlanta, Georgia. Stride Rite Corporation in Massachusetts has long been a leader in this employee service. The Stride Rite Children's Center recently marked its 10th year of operation. A copy of Stride Rite's "How We Do It" booklet can be obtained by writing Mrs. Kertzman, c/o Stride Rite Corporation, 5 Cambridge Center, Cambridge, MA 02142.

ANTIQUE COLLECTING AND SELLING -- A POPULAR AVOCATION

In the past twenty years, there have been few hobbies attracting as many participants as antique collecting. What often begins as collecting for one's own furnishings, many times leads to other interests such as refinishing, restoring and selling items of all kinds -- from restored automobiles and furniture to old postal cards and toys. The interests in antiques has resulted in what might be termed "a mass treasure hunt" and often, a most profitable hobby.

There is so much to learn about the activity that libraries have shelves of books on the subject. It appears not to be a group function but one very closely guarded as a singular undertaking, most competitive in nature. When seminars are conducted on the subject of learning about antiques and the arts of restoration, they have always attracted both novices and the more informed collectors who are scouting around for trade secrets and leads to market areas. Activities directors can count on attracting many of their employees when the program offers workshops, seminars or lectures on just about any phase of the antique interest.

PHYSICAL FITNESS THROUGH RECREATION

Many recreational programs can offer both physical and mental health benefits by incorporating physical fitness and elements of a social nature. Recreation should be an enjoyable experience as well as therapeutic -- regardless of its nature. Not every recreational activity can meet every physical need, but most physical fitness programs can be designed to be recreational instead of an exercise in self-discipline. Introducing many forms of recreation will eventually broaden participation, meeting the wide variety of interests present. We can argue the difference between recreation and physical fitness programming, but with a little imagination and a redesigning of activities, we can establish a combination that achieves the same, or similar results, for improving our general health.

WHAT YOU DON'T KNOW, YOU DON'T DO ...

... But what you do know and then don't do cannot be excused. Many people who have little knowledge of a subject in business, education or recreation have negative feelings toward it. To refuse to discuss the subject, take part in it or approve it is a copout for ignorance. Certainly, isolation of oneself in this manner avoids the exposure of a lack of knowledge, talent or ability. Educating individuals like this often becomes a chore. Even creating a learning interest may take a number of approaches in various ways to change attitudes. However, many people still want to learn and participate, and are willing to listen and be taught. Therefore, one of the most important phases of our work is to provide those learning opportunities, and also to present the education techniques in a way which is acceptable and interesting with as little embarrassment to participants or listeners as possible.

DONATIONS AND GIFTS

Because many social agencies and welfare programs are receiving less federal and state funds, more solicitation for such monies will be directed toward business and industry. In order to aid such programs, a policy should be established regarding donations and the solicitation of funds from employees at the work place.

PROGRAMS TO PONDER OVER

Birthday Party
Wine Tasting Party
How-To Clinics
Ice Skating Party
Family Roller Skate
Bike Hike
Fish and Chips Dinner
Bun and Beef Blast
Crafts Show
Cooking School
Weekend Brunch
Farm Hands Ho Down
Zoo Day
Museum Tours
Haunted House Tour
Easter Egg Hunt
Children's Christmas Party
Appreciation Banquet

Awards Banquet
Flea Market Auction
Cross Country Hike
Bosses' Night
Anniversary Party
Election Party
Wilderness Hikes
Card Playing Clinic
One Day Vacations
Photo Safari
Country Fair
Dinner Dance Party
Country Music Jamboree
Oktoberfest
Western Round-Up
Gay Nineties Party
Sports Night
Harvest Dance Party

Happy Hour Get-Together
Las Vegas Night
Poolside Party
Parents' Night
Sock Hop
Fashion Show
Turkey Shoot
A Night at the Races
Concerts
New England Clam Bake
Sleigh Ride
Rodeo Round-Up
Bingo Party
Ski Outing
Jazz Bust
Hawaiian Luau



KEYNOTES

PROGRAMMING IDEAS FOR EMPLOYEE SERVICES AND RECREATION ADMINISTRATORS

A publication of the National Employee Services and Recreation Association • 20 N. Wacker Drive • Chicago, IL 60606 • (312) 346-7575

Editors: Melvin C. Byers, CESRA and Martha P. Byers, CESRA

Any portion may be reprinted with credit to the National Employee Services and Recreation Association

July 1982

Volume 12, No. 7

THE HUMANIZING DIFFERENCE

"In many industrial jobs there are forces at work that go against the grain of human nature," noted Harold Mayfield. "Some of these are probably inseparable from work itself, such as physical effort and monotony.

But in industry these irritants are compounded. The mere fact of setting one man or woman above another, surely inevitable in large organizations, carries in it seeds of conflict. Pressure is an irritant, whether created by competition, the machine, the supervisor or some device invented by management to spur production. Simplification of tasks and specialization of function may take away pride in accomplishment. It has been demonstrated abundantly that a mechanical view of the human being at work brings far-reaching consequences rarely suspected by the efficiency seeker. Whatever the origin of these irritants, their consequences are hostility, cynicism and apathy -- not often, be it noted, traced to their real sources.

What then are the antidotes management has to combat these forces? Few, indeed. One of them of particular interest and affect (a noble experiment, if you please) is the industrial recreation and services operation. Here is a company's encouragement for its employees to cooperate in activities for their own pleasure and benefit. Its main purpose, in a word, is to humanize the workplace, to bring to the work situation some of the friendliness, warmth and enjoyment admittedly lacking on the job.

So often, this human touch is lacking significantly in the relationship between employees and management. Yet, it is outside working hours, away from job pressure with authority laid aside, that people who work together can most easily reveal themselves in a human light. It is one of life's ironies that the supervisor who needs this is the one most likely to avail himself or herself of it. And conversely, the man in upper management who is insensitive to the human aspects of leadership is most likely to consider it a pure waste of his or her time to show an interest, attend an employee activity or allow the very chance to mingle informally with his people."

This statement, by a man who has spent a lifetime studying and administering humanities in the business world, should be the basis, if not the policy of employee services and recreation in its goal toward employee cooperation and loyalty resulting in the profits of any company -- regardless of its size or composition.

RUMORS AND MISUNDERSTANDINGS

There will be far less rumors of what is happening, why it's happening and what may be happening if employee services is doing the right kind of a job. One of the major functions of this operation is two-way communication. The four activities that make this possible are: a well-developed employee association; a monthly newspaper or newsletter mailed to the employee's home; a controlled and current bulletin board procedure; and the freedom of personal visits with the employee services staff. No appointments should be required; no repercussions should develop from confidential discussions; and a sincere effort to give and obtain the information desired should be present.

Most employee-related problems stem from a lack of communication and trust. The employee services sector is the best source to handle these inefficiencies because they initiate more contact with employees than any other management group. From this, the employee relationship is strengthened, for workers come to trust and seek advice from those known as friends and counselors.

The greater the volume of services provided through employee services, the greater will be the personal contacts which build for confidential friendship between management and the employees. This kind of personnel programming provides the intermediate channels of communication that strengthen all levels of management relationships with their people. It in no way can harm or demean the personal relationships that can also be developed through proper and professional supervision. In fact, it will strengthen the relationship between supervisors and employees when handled properly.

GROWING NEED FOR RECREATION FACILITIES

There's a definite shortage of recreational facilities for public use. Moreover, in some communities, the public recreation programs and services have problems similar to those encountered in our industrial programs and facilities. Often there is not enough diversification. A piece of land or a facility are only part of the total package. There must be planned programs and experienced staff to administer them if progress is to be made.

Today, the need for industrial recreation facilities and parks is of prime importance. However, it is a mistake to assume that recreational programs must be giveaways. Those who participate would rather have quality facilities and programs and pay for the privilege, rather than receive something much less at no cost. Commercial recreation programs and facilities are now at an all-time high and are expected to accelerate as they become more competitive and diversified to meet the growing demand for more quality leisure time activities.

A NEW FIRST STOP FOR BUSINESS INFORMATION

A new program of the Department of Commerce can make managers' jobs much easier. The Roadmap program has been established to reduce the time and expense businesses often encounter when trying to track down information through the Federal bureaucracy. Contact Roadmap for questions about government policies, programs and services; regulatory changes; legislative proposals; business-related publications; or the appropriate person or department to contact about a specific issue. The Roadmap staff will answer questions or supply references to people in the government who can. Contact: Roadmap Program, U.S. Department of Commerce, Business Liaison Office, Room 5898-C, Washington, D.C. 20230 or call 202/377-3176.

HIKING CAN BE FUN, EDUCATIONAL AND HEALTHFUL

Many states and national parks offer hiking trails which lead visitors through beautiful scenery. Even parks which don't allow overnight camping often have hiking trails for daytime explorers. For the non-experienced hiker who may not be physically able to cover rugged terrain, shorter hikes and less difficult trails can be taken.

To make hiking a more attractive activity, combine photography and refreshment breaks. Give hiking mileage trip cards to start a hiker's scrapbook of accomplishments and places visited. Start an explorers' club and offer incentives such as a 50-mile walking award to those making the grade. Stage contests for the best photo depicting the hike. Include the families of employees and award hiking patches for special hikes to all who participate. Arrange hikes in cities and towns with stops for entertainment, refreshments and tour explanations. Conduct a children's drawing and an illustration contest of the hike, awarding prizes for the best entries. The possibilities for promoting hiking are virtually endless.

THE CREDIT LINE

The professional employee services director is wise enough to know that credits belong to others, not him or herself. First, the company should receive sufficient credit for the benefits provided. Employees participating or directing the function or activity also should be commended. There are times when the director of the staff performs much or all of the assignments, but this is something only the boss should know. The quick path to destruction of employee cooperation and company disinterest is self-promotion and upstaging by the director. Instinctively, we yearn for praise and attention from others, but our own professional ethics are more important. In the appraisal of your accomplishments, this factor rates as one of the highest.

BUSINESS TRAINING ESSENTIAL

To be an effective administrator of any operation requires either considerable business experience or a formal education with a business administration background, or a combination of both.

A good administrator of employee services must know what functions to control, when and what can be delegated, the priorities of the department and company, the objectives of the job, and how to stimulate cooperative involvement among the staff and those it serves. The ultimate goal is to contribute to the profits and help the goals of the company.

Some people become so involved with minor details they fail to accomplish the more important segments of their jobs. Administrators must be well enough informed about business financing, budgeting, journalism, interpersonal speaking and personnel administration to properly carry out these performance objectives. An administrator wears many hats, such as communicator, salesperson, orator, supervisor, and above all else, an excellent business person.

Administrative leaders must always be aware they are professionals. To merit recognition as a professional and leader, an administrator must reflect outstanding job organization and performance and also be sensitive to personal appearance, attitude and the attitude of others.

ONE STEP AT A TIME

Small businesses which have never offered employee services should not be overwhelmed by the extensive programs offered employees in larger companies. Employee services should be installed on a gradual basis and assigned to one supervising person. Others in the department can assume portions of the work load without undue strain. In fact, it may make their present assignment more interesting and create a closer relationship with management and its people -- all of which becomes an essential factor in overall morale, cooperation and employee loyalty.

COMMUNITY RELATIONS AND EMPLOYEES

All municipal agencies, particularly local governments, constantly seek people of outstanding leadership abilities. Social agencies find it difficult to acquire good board members and committee chairpersons. School boards have difficulty in selection of aggressive leaders interested in contributing their knowledge of business and organization talents. Many of these assignments require little time and effort for men and women from the industrial ranks, where supervision, meeting techniques and personnel handling has been learned through their business training. Helping to place these people in such positions is not only a benefit for the participant but also a credit for the company's community interest in improving community activities and business procedures in such organizations.

Improved community relations with employees may also have a direct bearing on job performance. Development of leadership capabilities outside of the nine-to-five schedule is bound to reflect in employees' daily job assignments and career attitude. Extra-career involvement is especially helpful when employees approach retirement and seek worthwhile activities to continue business contacts and receive recognition and prestige for their efforts.

Directors can obtain information regarding these offers available from hundreds of agencies and organizations most anxious to become more involved with business establishments. Employees involved in such activities serve to educate their fellow workers on the importance and value of community relations as well as educate themselves regarding interpersonal relationships and their individual habits.

DID YOU KNOW THAT ...

For 1.8¢ you can make believe you are sophisticated?

For 70¢ a day you can fill your shirt pocket?

For \$4.90 a week you can cough every morning?

For \$254.80 a year you can be short of breath walking up a flight of stairs?

For \$2,548.00 every decade you can have a slight case of emphysema?

For \$5,096.00 every two decades you can have lung disease?

For \$6,370.00 every 25 years you can be on your way to lung cancer?

And for \$7,644.00 in 30 years you can be a statistic for the American Heart Association?

Well, according to Healthsense, a publication of the Avco Employee Fitness Program, smoking one pack a day can be only a too REAL INVESTMENT.



KEYNOTES

PROGRAMMING IDEAS FOR EMPLOYEE SERVICES AND RECREATION ADMINISTRATORS

A publication of the National Employee Services and Recreation Association • 20 N. Wacker Drive • Chicago, IL 60606 • (312) 346-7575

Editors: Melvin C. Byers, CESRA and Martha P. Byers, CESRA

Any portion may be reprinted with credit to the National Employee Services and Recreation Association

August 1982

Volume 12, No. 8

JUSTIFYING TRAVEL PROGRAMS

Offering travel programs to employees simply for the sake of travel alone is not enough. In business, industry and government, employee services and recreational opportunities should be planned with a specific purpose in mind: chiefly, to become an asset to the company by improving employee relations. When employee services and recreation directors offer employee travel programs, they must take into consideration some basic objectives which will justify their significant investment of time and effort. They must ask themselves, "Does my company travel program ...

- Provide employees and their families an opportunity to associate with a group sharing a common element, such as the workplace?
- Provide a reduced cost beyond the savings they can attain from their local travel agent?
- Bring together all levels of wage earners for an extended period of time, allowing them to interact in a different manner than is present on-the-job?
- Demonstrate management's concern with human relations which builds pride in the company?
- Broaden the cooperative, educational aspect for all participants which will undoubtedly carry over to the workplace?
- Give participants experiences and interests to discuss for many years?
- Provide the director with insights regarding employees and their attitudes and future leadership possibilities within the company?
- Serve as a community relations asset and recruitment advantage, displaying the interest and concern the company has for its people?"

SOME FOOD FOR THOUGHT

The Consumer Affairs Department of the Blue Cross and Blue Shield Association publishes an excellent 50-recipe book and a consumer's guide to a healthful diet on a low budget. Contact your local Blue Cross and Blue Shield headquarters or their Chicago headquarters, 676 St. Clair, Chicago, Illinois 60611 for free copies.

DON'T PUT OFF UNTIL TOMORROW ...

... what must be done well in advance. Many employee activities require considerable time for planning and research. Many halls, theatres, specialty acts and catering services demand advance reservations, often as much as one year in advance for popular times such as the Christmas holiday season. Children's Christmas party gifts, for example, should be purchased in July or August to obtain the best selection and price considerations. Large-scale events or activities with tremendous participation likewise require early preparation.

Purchases for various sporting equipment and supplies should be made as far in advance of the season as needed to assure quality merchandise, proper size, sufficient quantity and the opportunity to return damaged or inferior merchandise.

These same rules extend to promotion and advance sales. Always allow a minimum of thirty days for advance ticket sales and promotion. Any shorter time frame may result in poor attendance and less interest and support.

EDUCATION AND LIFESTYLES

There are now as many workers with at least some college education as there are workers with high school diplomas. Professionals in employee services and recreation should be aware of those interests learned and experienced from the social aspect of higher education. This influence has a distinct bearing upon the type of employee services and leisure activities desired. A greater variety of activities are required to meet the college educated individual's personal needs and interests. This new work force, for instance, considers their families an integral part of their activities. Thus, programs involving family participation should be a part of the total employee services and recreation package.

ATTITUDES MAKE THE DIFFERENCE

The difference between a good company and a poor one is an effective and professionally managed personnel policy. We seldom get a second chance to make a good first impression. From the very start of any business operation, management and their people must relate as a second family attitude -- cooperating, understanding and communicating with each other on a day-to-day basis.

Employee attitudes stem from management attitudes and actions. One bad apple in the management team can rotten the entire lot. Employee services and its wide exposure to employees places them in a unique position with employees. If the employee services sector of personnel is efficiently performing their duties, management will benefit from much closer relationships and a more cooperative work force attitude.

FLOWER ARRANGING -- A POPULAR CRAFT PROGRAM

Fresh flowers and even artificial ones can be artistically displayed. Many florists and craft instructors can offer basic instructions to interested employees using the most fundamental step-by-step instructions, with available materials.

Floral arrangements can serve every season of the year, provide excellent gifts and often create a craftsmanship hobby that results in hours of enjoyment and possibly, profits. It is not surprising to find this craft of interest for men as well as women.

Plan now to offer such programs, including flower shows, table decorations, wall and door displays and holiday decoration exhibits and sales.

COMBINING BUSINESS WITH PLEASURE -- AT A SAVINGS

If you are thinking of combining business with pleasure, the Washington Researchers suggest you take the following IRS rules into account:

- Education expenses can be deducted when the education maintains or improves the skills you need for your job. However, courses cannot be deducted if the education is required as a minimum standard of qualification for your job, or if the education is part of a program that will lead you to a new trade or business.
- Convention expenses are deductible if you are benefitting or advancing the interest of your job by attending.
- Travel expenses are deductible if they are ordinary, appropriate and helpful to your job as well as reasonable in amount.
- You can deduct all of your travel to and from a destination if the primary purpose is business.
- You cannot deduct those portions of your trip which are strictly personal in nature.

To take the above deductions, you will need IRS' Form 1040, Schedule A, Itemized Deductions and Form 2106 for Employee Business Expenses. Contact your local IRS office for the forms and also Publication 17, Your Federal Income Tax, which will give you further information about the deductions. Be careful when trying to apply the rules to your specific case. The details of your situation could substantially change your entitlement to a deduction.

INSIDE SPORTS

There is a great number of people who attend sporting events and watch televised games. Many of them, however, never fully understand all of the jargon used or rules applied. By scheduling an educational seminar detailing how the games are played and what is involved, the employee services and recreation director can increase employee interest in sports. Recreation instructors, coaches, sports editors, sports announcers and professional athletes can be effective drawing cards for a successful lecture series.

THE PROGRAMMERS REFERENCE FILE

Anyone responsible for programming events or suggesting activities for committee reviews should have a simple, catalogued file of resources. Included in the file should be a section for each of the following: speakers, entertainers, films and slides, local halls and recreation facilities, suppliers of equipment and merchandise for programs and events. In addition, compile a reference library of books and publications available and keep a running list of sources who can be easily contacted.

Once activities have been held, an appraisal form should be made out, along with a complete record of purchases, expenses and profits. This should be set up as a coded and graded system for the reference file with particular attention to the following: halls, stadiums, theatres, fields and accommodations, paid help and services rendered. Such a reference proves most helpful to future year committees by helping to establish an approximate budget for activities, in addition to providing helpful information.

SURVEY EXAMINES TRENDS IN FLEXIBLE WORKING HOURS

Used by nearly three out of four companies, the traditional five-day, 40-hour week is still the predominant work schedule. But almost one out of four companies uses flexible scheduling in at least some departments, and one out of ten allows job sharing. These are some of the major findings of an Administrative Management Society study on work scheduling in 378 companies, including banks, manufacturers, retailers and utilities, reported by Personnel Management -- Policies and Practices. Some findings:

Under flextime, employees work flexible schedules, which are made up of a base or "core" period during which everyone must be at work and a flexible period during which employees may arrive and leave when they choose. Flextime programs are used by 22% of the companies surveyed, with less than half of them (44%) using flextime throughout the organization and the remainder using it only in certain departments.

What are the earliest and latest times employees can start work? A majority of companies (94%) allow employees to report at or before 8:00 a.m., while 50% said that the latest starting time allowed is 9:00 a.m. Another 40% require employees to begin by 10:00 a.m. The most popular core hours are 9:00 a.m. to 3:00 or 4:00 p.m. Almost two-thirds of the survey respondents with flextime said that employees must start work at the same time each day for a week at a time or longer.

Survey respondents said that the major advantages of flextime schedules are that they improve employee morale and attitude, decrease lateness, accommodate working parents, and help alleviate traffic problems. Some of the major disadvantages of a flextime program listed were lack of supervision during all work hours, the unavailability of key people at certain times and the problem of keeping track of hours worked or accumulated.

The traditional five-day, 40-hour week with employees working five eight-hour days is used by nearly three-quarters (71%) of the survey respondents. The five-day, 37-1/2 - hour schedule is the next most commonly used, followed by the five-day, 35-hour week. Almost all of the companies with work weeks of less than 40 hours cited improved morale among workers as the major advantage of the shorter workday or shorter workweek. Some disadvantages of the shorter workweek noted by the surveyed companies include increased costs for salaried employees and fewer hours available for productive work.

Job sharing allows two or more people to share a single full-time job. Only 11% of the companies allow job sharing, while 4% have it under consideration. Of those companies that do allow job sharing, most currently have job sharing arrangements in force. In all of the companies, the usual arrangement is for two people to share one full-time job. Most companies said that no more than ten jobs in their organization were affected by job sharing.

Do companies provide benefits to employees who share jobs? Of the 40 companies that have job sharing plans, 21 pay job sharing workers salaries or wages only. These workers receive no fringe benefits beyond those available to part-time workers. The base is the regular salary or wage level assigned to the "full" job. Five of the companies pay only salaries or wages, but at a lower level than what is normally paid to a full-time worker in the job. Eight companies pay full salaries/wages and provide normal full-time fringe benefits, while six use a variation of these plans.



KEYNOTES

PROGRAMMING IDEAS FOR EMPLOYEE SERVICES AND RECREATION ADMINISTRATORS

A publication of the National Employee Services and Recreation Association • 20 N. Wacker Drive • Chicago, IL 60606 • (312) 346-7575

Editors: Melvin C. Byers, CESRA and Martha P. Byers, CESRA

Any portion may be reprinted with credit to the National Employee Services and Recreation Association

September 1982

Volume 12, No. 9

NO PRICE TAG FOR EMPLOYEE SERVICES

Some years ago, a university researcher stated that fifteen dollars per employee should be considered the standard amount allocated per person, annually, to employee services programs.

When published, this statement created considerable problems for recreation administrators in business, industry and government. For a select few, the research resulted in increases in company funding of services programs not yet developed. The majority of well-developed programs, however, suffered considerable loss of much-needed funds because the finding was published as validated research.

The question has been raised many times in the field of employee services and recreation: what is the basis for budgeting such allocations and is there an average figure established to base per capita costs? The answer to this question is not clear-cut -- there is no way to determine an average per capita amount for all programs, nor should such a figure be set.

Like the various phases of management, the operation of programs should be determined by what is offered, the objectives set, the facilities available, maintenance fees, salaries, communication and promotion expenses and other essential expenditures. Each total employee services program in business, industry and government varies to these specifications. Therefore, only individual companies can determine what is profitable and right for them when setting the employee services and recreation budget.

The administrator of the program, much like any other departmental supervisor, must prepare budget requests based upon sound reasoning that meets the objectives of the program. In times of economic trouble, sound reasoning is even more critical. When cutbacks threaten the very existence of employee services and recreation, the director must be ready to evaluate the services that can and cannot be eliminated or reduced. If reasoning cannot be backed up with results pertaining to morale, employment, productivity, community relations and employee benefits, the programs can be severely reduced or eliminated all together.

The non-negotiated benefits provided by management are always an indication of its concern for employee relations, which, in turn, should directly or indirectly effect the bottom line profits for a company. If they do not increase, then the programs and services have missed their goals. This damaging situation can be avoided, however, with professional guidance and careful budget preparation.

ENTERTAINMENT AND LEISURE MARKET IMMUNE FROM RECESSION'S IMPACT

In spite of depressed sales in most markets, the entertainment and leisure market is experiencing greater gains nationwide.

The Wall Street Journal estimates that this year's spending in the entertainment market place will reach \$262 billion: \$70 billion for vacations, \$25 billion on electronic games; \$12 billion on sporting goods; \$8 billion on theatre and spectator events; and \$147 billion on numerous other entertainment and leisure activities.

REAPING BENEFITS FROM EMPLOYEE TRAINING

Employee Services Managers should be constantly seeking educational programs to offer employees in addition to the customary training sessions provided by management. Every educational program which broadens the scope of leisure activities and business and general knowledge has rewards that represent a benefit to the company in some manner. Among those benefits which employee education can render the company include:

- o Improved communication and cooperation between management and its people
- o Discovery of potential leadership and promotable prospects among employees
- o Educational development applied to related assignments at the workplace
- o Credibility for the company through employee involvement in community relations
- o Possible savings by improved worker mental and physical health with the new interests acquired by employees
- o An effective recruitment and retainment tool
- o Comradeship between all levels of employees who learn together outside the workplace, a situation which will, undoubtedly, promote an atmosphere of harmony and concern within the office or on the assembly line.

ANNUAL PICNICS LESS POPULAR

Currently, fewer companies are offering employee picnics as an annual event. It seems the trend today is to organize amusement park programs for family outings. However, evening roasts and adult cook-outs still remain popular.

If your annual picnics are becoming less attractive, now is the time to seek an alternative program. Amusement park's strong appeal to family interests cannot be duplicated without great expense to the company -- but it can be enjoyed on the park's premises for a reasonable cost.

SMALL BUSINESS COMPUTERS: NO LONGER A PRODUCT FOR THE FUTURE

Small business computers are filling the offices of companies large and small, and office personnel are using these low-cost, flexible computers in a big way, according to a special report in the July issue of Management World, published by the Administrative Management Society (AMS).

Of 322 companies responding to AMS's survey on small business computers, 71 percent are using, implementing or considering these computers, also known as desktop, micro and personal computers. They are being used for a variety of tasks including accounting (66 percent), filing and records (51 percent) and word processing (30 percent).

Managers and other executives have direct access to these computers in 43 percent of the companies, as do 38 percent of the administrative personnel. By contrast, 37 percent of the data processing personnel use these computers, while all office personnel can benefit from direct access in nearly a third of the companies.

In another article, Management World's special report recommends managers find out how a computer can improve the companies' operation before contacting computer vendors. Use a step-by-step approach when purchasing a computer and programs that includes defining company needs, and requesting vendor proposals and presentations. The last step should be the buying decision on which computer and programs to purchase.

In addition to these articles, Management World's "Guide to Small Business Computers" includes advice on how to prevent computer crime, a rundown of the latest equipment and a list of reference sources for further information on small business computers.

The 1982 "Guide to Small Business Computers" is available for \$3.50 by writing to "Computer Guide", Administrative Management Society, 2360 Maryland Road, Willow Grove, PA 19090.

TOURNAMENTS CAN BE COSTLY

It is a natural inclination for recreation managers to approve entering into highly competitive tournaments, particularly if the team appears to be a top contender in the county, state or national competitions. The desire to win championships at such levels may be justifiable for schools, churches and fraternal organizations, but it often creates problems for business and industry. Many unpleasant circumstances in employee relations have arisen as a result of entering such contests.

Intramural activities within your own industrial orbit, on the other hand, are far more beneficial, pose fewer problems and involve less expense. If coordinated properly, intramural sports provide an opportunity for participation to all who wish to join. The games emphasize fun and camaraderie rather than bruising competition.

In many cases, however, it is the sporting battles which gain the most attention and recognition. Unfortunately, this hard-edged competition often discriminates against the "less than best". Going only for the gold also can mean loss of time on the job, costly entry fees, expensive equipment and uniforms and numerous travel expenses. Those teams whose eyes can only see "number one" take on a collegiate stance in their support of athletics, similar to the Ivy League emphasis on excellence in football, with much pressure placed on the Yale vs. Harvard game.

Varsity competition, though it has long held a significant place in the college arena, has no regular place in business and industry. The old adage that it promotes the company and, therefore, can be considered advertising, has no proven results, no viable statistics.

The only evidence we have seen of the side effects of intense competition in company sponsored sports are hurt feelings, empty pockets and lost time grabbing for a dream which few can share.

THE BREAKFAST MYTH

When it's a choice between junk or nothing in the a.m., the nod goes to nothing, according to THE LINK, a publication of the Whirlpool Corporation of Clyde, Ohio.

A recent article in THE LINK explains that it is better to eat nothing at all for breakfast than to pop a sugar-coated doughnut or try to give yourself an early morning rush with a cup of coffee. Caffeine and sugar may get your engines revved up, but they will make you stall out later. In fact, you're better off running on empty.

When you arise in the morning, your body is humming along on what is called a "fasting metabolism". The body, deprived of food all night, is using stored fat for energy. Your blood sugar level may be relatively low, but it is stable.

According to Samuel J. Arnold, M.D., a doctor from Morristown, New Jersey who has had a long-standing interest in the effects of breakfast on the human body, "someone who wakes up in the morning on a fasting metabolism should feel pretty good. But when they eat sugar or starch for breakfast, their blood sugar level rises quickly. The body then responds by pouring insulin into the blood. That drops the blood sugar level like crazy. It will actually be lower than when they woke up. And a rapidly changing blood sugar level can scramble their reasoning faculties and roller coaster their emotions.

Dr. Arnold contends, "If you can't eat something good, you shouldn't eat anything at all. If you're in a hurry, or you're not hungry, skip breakfast. But later in the morning, take some sort of breakfast break."

The key to keeping your morning blood sugar level at a decent height is to include protein in your a.m. diet. Protein in the morning raises your blood sugar level in a calm, controlled way, which will preserve a steady state of mind. Studies show that when you eat a high-protein breakfast, your morning work performance improves considerably.

ROUTE INFORMATION

The information you receive and read which may help management better understand the field of employee services and recreation should be reproduced, underlined or noted, and then routed. Compile a list of management contacts you wish to inform on various subjects pertaining to your profession. Keeping management informed just may influence their interest to react in your behalf.



KEYNOTES

PROGRAMMING IDEAS FOR EMPLOYEE SERVICES AND RECREATION ADMINISTRATORS

A publication of the National Employee Services and Recreation Association • 20 N. Wacker Drive • Chicago, IL 60606 • (312) 346-7575

Editors: Melvin C. Byers, CESRA and Martha P. Byers, CESRA

Any portion may be reprinted with credit to the National Employee Services and Recreation Association

October 1982

Volume 12, No. 10

REDUCING ABSENTEEISM: COMBINING REWARDS WITH DISCIPLINE WORKS

Most managers are reluctant to incorporate rewards into programs for controlling absenteeism within their departments, but rewards actually work better than discipline. That's one of the findings of a recent study on absenteeism conducted by Dr. Dow Scott of Virginia Polytechnic Institute and State University. The aim of the survey, according to Personnel Management -- Policies and Practices, was to find out the kinds of control methods that are prevalent in some 5,000 organizations across the country, personnel managers' assessments of each technique's success and the relationship between control methods and absence rates.

PERCEPTIONS DON'T ALWAYS MATCH REALITY. Survey results show some discrepancy between what's considered effective and what works. For instance, the method best associated with lower absence rates -- public recognition of good attendance (via in-house bulletin boards, newsletters, etc.) -- is used in only 25% of the firms surveyed and is ranked 21st (of 34 methods) in perceived effectiveness. Flextime, on the other hand, ranks considerably higher (12th) but doesn't necessarily correlate with lower rates; in fact, organizations that don't use it are somewhat more successful in lowering truancy than those that do.

DISCIPLINE HAS ITS PLACE. Rewards are, on the whole, more effective than discipline, but the latter shouldn't be ruled out either. According to Dr. Scott, progressive discipline for excess absenteeism (a highly acclaimed technique used by 91% of the firms) can work, but is rarely set up "legally". Less than half (47%) of the companies allow employees a clean slate for improved attendance. Failing to provide this improvement factor in a clearly-stated attendance policy means that termination, the ultimate disciplinary action for excessive absenteeism, may not hold up in court under challenge.

WHAT YOU CAN DO. To help control or reduce attendance problems, Dr. Scott offers these tips:

- Approach absenteeism control with a comprehensive strategy instead of relying on one or two methods.
- If you have a policy of terminating employees for excessive absenteeism, examine it carefully for loopholes and inconsistencies.
- Don't overlook the value of positive inducements to reduce absenteeism.

Some other actions associated with lower absence rates include: screening recruits' attendance histories before making a selection decision; having personnel departments, not supervisors, maintain daily attendance records; and reviewing these records at least once a month.

RECREATION TRENDS

Leisure is undoubtedly a thriving field. As reported in the last issue of KEYNOTES, \$262 billion will be spent this year on entertainment and recreation.

Leading the list of entertainment pastimes are the video games, such as Pac-man and Donkey Kong. Television remains a winner of the recreation dollar. According to the Television Bureau of Advertising, Inc., the average person devoted 6.5 hours per day to the "plug-in drug". Similarly, movies are again on the rise; 1982 appears to be a banner year for producers.

The sports scene attracted more than 358 million people, up from approximately 257 million in 1970. Auto and horse racing continue to be the most popular spectator sports. Amusement parks are flourishing, particularly those which offer water recreation; most probably racquetball has already peaked; jogging and tennis are down; and other forms of exercise are holding.

People are looking for more from their recreational dollars; and, they are willing to spend if the price is right. Though the recession has left less money to spend, more leisure time is available. Employee recreational areas are "bargain basement" opportunities. When well-equipped and programmed, these parks and gyms are well-attended. With proper objectives and professional guidance, management can greatly benefit from an investment in employee recreation.

MUSIC WHILE YOU WORK

Recorded music in some work areas has proven to be of value in increasing production. Currently, it is most often heard in medical dispensaries, reception areas (selected areas of the personnel department), cafeterias, lounges and non-working locations. Studies conclude that selected non-vocal background music does help to create a more pleasant atmosphere and may contribute to relieving some stress build up. However, the recorded music scheduled and programmed to serve such purposes should be monitored and supervised for optimum effectiveness.

NOT SO HEALTHY

Health, recreation and the rising cost of gasoline may be leading more and more people into doing more and more walking, jogging and bicycling. Most of us who participate in these activities do so without giving much thought to the potentially grave dangers which may be encountered.

Many people have been struck by a car while walking, jogging or cycling. Misjudgment or carelessness on our part or that of the motorist can, and often does, result in a lifetime handicap or even death.

Avoid heavily traveled roads, wear reflective clothing particularly at night or dusk when exercising outdoors. Endeavor to have companions not only for road safety but also for personal safety, to guard against crimes committed against single individuals in dark areas.

MILLIONAIRES NIGHT AT THE STOCK BROKER'S EXCHANGE

In this popular program, all participants are issued play money totaling one million dollars to be used in a mock session of stocks and bonds purchases. An area stock broker can work with participants in their night at the market. The result is a fun and educational exercise in buying and selling prearranged stock examples. At the close of the session, refreshments are exchanged for money made.

HOW TO INTRODUCE A SPEAKER WITH PLAZAZZ
-- AS TOLD BY PROFESSIONAL SPEAKING COACH, HENRI ST. LAURENT

Someone once said that the relationship of the introducer to the speaker should be about the same as a fan to a fan dancer: it should call attention to the subject without making any particular effort to cover it.

According to Henri St. Laurent, your introduction should do four things:

1. Tell why this topic.
2. Why this topic at this time.
3. Why this topic by this speaker.
4. Why we should listen to this topic.

If you balance these four elements in your introduction you will arouse and arrest attention for the speaker and his topic, you will have overcome the table chattering, you will have conditioned the audience into a listening mood, and you will have given them good reasons why they should do more than just fill a chair.

Here's How ...

Tip #1 -- The sweetest sound in the English language is one's own name, correctly pronounced by another person. Have the speaker spell out his full name phonetically, then say it correctly, loud and clear.

Tip #2 -- If you do not have a prepared intro (most professional speakers supply their own), get into a huddle with the speaker and go over his background, his expertise and what he especially would like said. Include his title and business, but don't give an extensive recitation of his degrees, honors and credits.

Tip #3 -- Organize your intro with the "why this topic/time/speaker" formula. Keep it within one minute. The more famous the speaker, the shorter the introduction. In introducing the President of the United States there is only one correct formula: Ladies and gentlemen, the President of the United States.

Tip #4 -- Be ready to make the intro, on time, soon after the dessert and coffee have been served and the waiters have left the room for the remainder of the program.

Tip #5 -- Don't "give" the speaker. You "present" the speaker. Also avoid these cliches: "We are gathered here tonight ...", "Without further ado ..." and "It is indeed a great honor ..."

Tip #6 -- At the conclusion of the speech, comment briefly on the speech or pre-elect someone at the head table to rise and do it. If customary, present a gift, then sincerely thank the speaker and adjourn the program.

Tip #7 -- There are several ways you can murder a speaker with your introduction:

- Trespass on some of his/her prime podium time.
- Steel his topic highlights -- his thunder.
- "Sugarcoat" him -- overdo it.
- Be bored in your delivery attitude.
- Hog the spotlight and try to be the "star" yourself.

Tip #8 -- When you are the Master of Ceremonies, follow the above tips, but keep in mind you are more than an MC. You are a time-keeper responsible for the pace, the start and finish of the program. You are the traffic policeman, arranging and controlling the orderly flow of speakers/participants. You are the referee, the umpire, to take charge and make decisions to control the unanticipated incidents. You are the coordinator, the expeditor, tying up all the loose ends into a smooth entertaining package. You are the policing officer, to prevent, to bring under control any interruptions, disturbances and "kibitzing". You are in charge, the Pro with Pizazz.

Tip #9 -- Be yourself, but be at your best, and then you will have launched the speaker with Pizzaz.

-- Cosmo International Rap Sheet, May 1982.

ONE YEAR IS NOT ENOUGH

The trend in most organizations is to increase the term of office for elected officers and committee chairpersons. There is also a tendency to provide longer standing committees. All of this is being done to ensure greater productivity.

When officers are elected for a one-year term, it usually takes them six months to adjust to their position and fully understand their duties. By the time they become proficient, another election takes place.

In most cases, the short-term system proves inadequate. A long-term system allows for more time in adjusting to positions and reaching goals. This is not to say that there are no drawbacks to a long-term system. Sometimes those elected prove to be weak leaders. However, there are always ways to overcome the inefficiencies of one or two officers; but there is no way to make more time for the elected leader.

Many experts agree that a two-year term for elected officers is more productive than a one-year term. They also believe that the elected officer should not hold more than one consecutive term. A year's absence from the office provides an opportunity for change and new insight. The absence also ensures opportunities for new leadership from other individuals in the membership.

In most organizations, the consistent, guiding element should be the director and staff, not the elected officers. The director and staff, in turn, can be checked by an advisory board to advocate change if documented factors of incompetence prevails with the staff.

Employee associations should attempt to acquire a member of top management as an advisor to meet with them regularly. As was emphasized, this manager should not hold this position for more than three years. This outside advisor can prove quite beneficial in a number of ways: top level management can enlighten middle and lower management personnel with their experience; and a direct communicative link can be firmly established with all chains in the corporation's hierarchy.

PROGRAM DIRECTORS' UNLIMITED PROGRAM SOURCES

In every community there are dozens of organizations, government agencies and services, talented individuals and schools which welcome the opportunity to present a program for your groups. Most will give of their time and effort at little to no cost. However, we believe all presentors should be given a token gift, and/or a contribution toward their organization for providing a service. Look through your telephone book listing organizations, schools, businesses, government agencies, social agencies, and entertainment. "Walking through the yellow pages" will most probably provide a long list of prospective program possibilities.



KEYNOTES

PROGRAMMING IDEAS FOR EMPLOYEE SERVICES AND RECREATION ADMINISTRATORS

A publication of the National Employee Services and Recreation Association • 20 N. Wacker Drive • Chicago, IL 60606 • (312) 346-7575

Editors: Melvin C. Byers, CESRA and Martha P. Byers, CESRA

Any portion may be reprinted with credit to the National Employee Services and Recreation Association

November 1982

Volume 12, No. 11

SAVING TIME

The general philosophy about leisure time, at least in this country, seems to be the more the better, reports the Chicago Sun-Times. But sometimes it's hard to shave minutes and hours off required activities in such a way as to accumulate the excess sometime later in the day in a pleasant lump of free time.

According to a recent survey by the Opinion Research Corp., two of Americans' favorite methods for saving time while on busy schedules are eating at fast food restaurants and shopping at convenience stores, even though prices may be higher in the round-the-clock stores.

Dun's Business Month reports that once all this time is saved, leisure-lovers are willing to spend a few pennies to indulge in their favorite activities during those free hours. The survey concluded that of all the social activities people indulge in during their off hours, they spend the most money on cafes and discos, about \$200 a year, followed by sporting events, on which the average person spends about \$100 annually. Of active sports, hunting and camping are the most expensive; the average hunter spends about \$453 on basic equipment, the camper \$364 for his gear. But the most popular active sport is actually free -- about 58 percent of those surveyed on their leisure activities report they go swimming at least eight times a month, at no cost.

REDEFINING DISCOUNTS

The term "discount" for NESRA chapter company employees is a bit misleading. Actually, each company provides advertising and sales promotional opportunities in exchange for the reduced prices of goods and services rendered to employees.

On the basis of current advertising costs, including those incurred in television, radio, newspapers and direct mailings, the most effective and least expensive advertising tool is cooperative promotion through companies. This two-way benefit for the suppliers and the company results in both dollars saved to employees and advertising dollars saved to the manufacturer.

JUDGING THE COMPANY BY ITS COVER

You may not be able to judge a book by its cover, but you can certainly learn much about an organization by observing its outward appearance.

For instance ...

- An automobile factory with many company products parked in the employees' parking lot represents a strong employee support of the "fruits of their labor". Similarly, a watch manufacturing plant which houses many employees who wear their company's brand of watches reveals much about the employees' belief in their product.
- Employees who display a friendly attitude convey job satisfaction; while those who appear brusque and unconcerned indicate displeasure or apathy.
- Employees who appear more relaxed and comfortable generally keep a higher level of morale.
- Employees with neat and well-kept appearances usually are those who take great pride in their work and their company.
- A clean and attractive work place, with well-landscaped grounds, indicates that good housekeeping is a concern of management. Almost always, this attitude is further evidenced by a high quality of employees and products. (Eye-pleasing bulletin boards, newsletters and magazines; well-cared-for displays, void of old and outdated postings; clean aiseways; and attractive rest areas also convey this message.)
- Company memos and messages written in simple language speaks for the attitude of equality which management embodies.
- And finally, the presence of employee services, activities or recreational facilities demonstrates management's utmost concern for their employees.

SQUARE PEGS

Good work can only be performed by people who truly enjoy what they are doing. Those who count the seconds to quitting time are like a round peg in a square hole -- they don't comfortably fit in their designated position.

Employee counseling can be the tool utilized to uncover the company's square pegs. Before terminating such employees, managers should consider the large investment the company has placed in its employees. It turns out that nine out of ten misplaced employees can be easily transferred to a different job position with proper guidance. More often than not, an appropriate career move can lead to greater individual productivity.

And, greater employee productivity affects the company's output and image. Most of the nations top companies boast of low employee turnover. They can rely on their managers to spot the company's square pegs and re-adjust them to provide optimum productivity.

SAFETY FOR THE ELDERLY

Falls are the leading cause of death and injury for older adults, the National Safety Council says. About 70 percent of the people killed by falls each year are over the age of 65. In 1980, about 8,500 persons in this age bracket died due to falls.

Older adults are more vulnerable because of physical changes. Bones are more easily broken and slower to mend, which can result in long periods of hospitalization and convalescence. Falls also can lead to permanent handicaps that mean lost independence.

The Council recommends that older adults avoid slippery surfaces, use footwear that provides good traction, wipe up spills immediately, and store items that may be potential obstacles in safe places. The Council also advises persons to have proper lighting and sturdy banisters for stairways.

LEARNING OPPORTUNITIES

Of all the services employee services and recreation professionals provide their people, perhaps the most rewarding are those that offer a learning experience. So often the majority of activities and services offered are directed and planned for those who already have the know-how to participate.

The opportunities for providing education on virtually any subject are numerous. We can offer much information through various channels of communication such as newsletters and bulletin board postings. We can provide a number of instructional sessions covering a wide gamut of subjects. We also can promote adult education at both the workplace and the public schools and universities.

Learning need not be a bore. It can be entertaining as well as interesting. For example, travel programs can be recreational while providing education through the exposure of new sites and locations and through the opportunities of socializing, living and sharing with others.

Our employee associations or clubs can be leadership opportunities, if we design them to accomplish this purpose. Our employee newsletters, bulletins and newspapers can be entertaining as well as educational and informative. We can do even more educating through personal counseling and guidance programs.

Just as we consider it important to children, so is the quest for knowledge important to adults. There seems to be no end to the possibilities of injecting education into adults. After all, learning has no age barrier.

ALL WORK AND NO PLAY ...

The cure for stress is learning how to play without creating another stress element. Some people, in fact, are inclined to make their recreation stressful only because their daily work is competitive in one way or another. This becomes habit-forming and carries over into what should be relaxation and pure fun. The employee services and recreation manager can offer a tremendous service to his or her employees by teaching them the art of recreating for pleasure.

A YOUNG PEOPLE'S JOB CLINIC FOR EMPLOYEES' CHILDREN

One service that might be greatly appreciated by both parent and teenager is a young people's job clinic sponsored by the company or employee association. All it requires is a published monthly listing of names, phone numbers and jobs wanted by teenagers of employees only.

Among the listings that could appear in the monthly publication include:

Services for shut-ins	Assistance in organizing, coordinating parties and banquets
Car washing and maintenance	Outdoor grill and barbecue services
Yard work/Landscaping service	Holiday decorating services
Garage/Basement cleaning and maintenance	Boat cleaning and maintenance
Snow removal	Crafts-For-Sale
Painting services	Toys/Appliance/Equipment reparations
Babysitting services	Trash collection
House cleaning services	Typing and letter writing services
In-house laundry services	Car parking
Delivering daily newspapers, handbills, etc.	Furniture refinishing

There are so many jobs teenagers can perform; a little imagination can make the list even longer. Starting early to learn how to work and be aggressive is one of the most valuable educational experiences for any youth.

KEEPING EMPLOYEES INFORMED

A file of information for use in preparing news releases, letters, bulletins, announcements or speeches can be invaluable to any business professional. Listed below are some newsworthy items that can be passed along to employees:

- From the Institute of Human Nutrition comes the warning that obesity caused by excess calories is a major national problem. If you're 20 pounds overweight, your life expectancy will be cut by two years; 50 pounds will take eight years from your life. The prescription is "eat less and live longer".
- Is your home insured for enough money to replace it if it is destroyed? For a free copy of Home Insurance Basics, send a legal-sized self-addressed, stamped envelope to: Insurance Information Institute, 110 William Street, New York, NY 10038.
- If you own a dog, you can save money on medical expenses. For a free pet test, send a stamped, self-addressed envelope to: Cycle Canine Fitness Center, Box 9068, Kankakee, IL 60902.
- If you plan to buy a new car, the Insurance Institute for Highway Safety reports that American made automobiles are safer than Japanese made cars. Government records on fatal auto crashes show that of 17 cars with the worst accidents, 13 are Japanese made.
- If you own a home computer, video recorder or other electronic gadgets, buy a small plug-in device called a surge protector. It can stop a lightening strike or power overload from wiping out a computer program or shorting the recorder's transistors.